



CENTER FOR  
THE STUDY OF  
FOREIGN AFFAIRS

United States Department of State  
Foreign Service Institute  
1400 Key Boulevard, Room C-3  
Arlington, Virginia 22209

PLANNING PROGRAM FOR SYMPOSIA AND CONFERENCES  
JANUARY - MAY 1984

January 31	THE UNITED STATES AND NIGERIA [Bilateral Relations Series, arranged in cooperation with the School of Area Studies and the AF Bureau]
February 14	CHINA AND THE NEXT DECADE [Joint Seminar Series, arranged in cooperation with the North Atlantic Council, chaired by Ambassador U. Alexis Johnson]
February 28	TEN YEARS AFTER THE FIRST OIL SHOCK: Lessons Of The Past, Prospects For The Future [Economics series, arranged in cooperation with the Policy Planning Staff]
March 22	INTERNATIONAL CONFLICT MANAGEMENT: A Case Study on the Panama Canal Treaties [First in a new series in Negotiation and Conflict Management]
Late April	POPULATION AND THE GLOBAL COMMUNITY [Global Issues Series]
May 10	ROBOTICS -- Automated Manufacturing Issues and Foreign Affairs [Chaired by David Morrison, Chapman Cox Fellow]
Late May	LONG-TERM ROLE OF COMMERICAL BANKS IN DEVELOPMENT FINANCE [Economics Series, arranged in cooperation with the Policy Planning Staff and the Overseas Development Council]



# CENTER FOR THE STUDY OF FOREIGN AFFAIRS

---

FOREIGN SERVICE INSTITUTE

FEBRUARY 28, 1984

ROOM 101

## TEN YEARS AFTER THE FIRST OIL SHOCK: LESSONS OF THE PAST, PROSPECTS FOR THE FUTURE

A Symposium Presented by the Center for the Study of  
Foreign Affairs in Cooperation with the  
Secretary's Policy Planning Council

\* \* \*

8:30 - 9:00

COFFEE and REGISTRATION

OPENING REMARKS by Ambassador Stephen W. Bosworth,  
Chairman, Policy Planning Council

MORNING SESSIONS

Chaired by Dr. Wilfrid Kohl, Director,  
International Energy Program, School of Advanced  
International Studies, The Johns Hopkins University

9:05 - 10:30

THE WORLD OIL MARKET

- Prospects for the re-emergence of market power among the major oil producers
- Long-run oil prices and OPEC production levels

Dr. Daniel Yergin, President,  
Cambridge Energy Research Associates  
Clement Malin, General Manager,  
Strategic Planning Department, TEXACO  
Dr. John P. Weyant, Executive Director,  
Energy Modeling Forum, Stanford University

10:45 - 12:15

ENERGY SECURITY AND CONTINGENCY MEASURES FOR A  
SUPPLY DISRUPTION

- How the major governments responded to the two past oil shocks
- Lessons learned from our past performance

J. Wallace Hopkins, Deputy Executive Director,  
International Energy Agency  
Dr. George Horwich, Office of Policy and Analysis,  
Department of Energy, on leave/Purdue University  
Dr. Philip Verleger, Senior Advisor,  
International Energy Group, Drexel Burnham

\* \* \* LUNCH \* \* \*

AFTERNOON SESSIONS    Chaired by Ambassador Paul Boeker,  
Policy Planning Council

1:45 - 3:15            U.S. INTERESTS AND FOREIGN POLICY CONCERNS  
-- U.S. Foreign Policy in the Gulf and its  
                         relationship to U.S. energy security interests

Dr. William B. Quandt, Senior Fellow,  
The Brookings Institution  
Dr. Lucian Pugliaresi, Policy Planning Staff  
Gina Despres, Counsel, Senator Bill Bradley

3:30 - 4:45            ROUNDTABLE ON FUTURE POLICY IMPLICATIONS  
Chaired by Ambassador Boeker

Deputy Secretary Danny Boggs, Department of Energy  
William Taylor, Legislative Assistant, Sen. Bradley  
Dr. Wilfrid Kohl  
J. Wallace Hopkins  
Dr. Daniel Yergin,  
Dr. John Weyant

CENTER FOR THE STUDY OF FOREIGN AFFAIRS (CSFA)

Symposia and Conferences Sponsored Since the Establishment of  
The Center for the Study of Foreign Affairs  
November 1982

The Communications Revolution* (S&T)	December 9, 1982
Soviet Leadership in Transition (In cooperation with EUR)	December 14, 1982
Preparatory Negotiation Conference (Jointly with the School of Professional Studies - FSI/SPS)	December 17, 1982
The Triangular Relationship (U.S. - U.S.S.R. - China)	February 24, 1983
Mexico and the Politics of Austerity (Jointly with ARA)	April 7, 1983
Internal Dynamics of Soviet Society (Jointly with CSIS)	April 26, 1983
Science, Technology and Global Agriculture (S&T)	June 2, 1983
Conference on International Negotiations (Jointly with FSI/SPS)	June 9-10, 1983
Reducing Tensions on the Korean Peninsula (In Cooperation with EA)	July 13, 1983
Multilateral Peacekeeping Forces in the Middle East (with NEA)	July 26, 1983
International Health and Nutrition (S&T)	September 8, 1983
U.S. - Japan Relations (with EA)	September 28-29, 1983
International Climate Issues in Foreign Policy (S&T)	November 16, 1983
The Military and Democracy in Latin America (with ARA)	December 5, 1983
National Industrial Policy (with EB)	December 14, 1983
Computer Workshop in Political Studies	December 16, 1983
The Washington Science Community and the Foreign Affairs Agencies: Toward A Better Dialogue (S&T)	January 25, 1984
The United States and Nigeria (with AF)	January 31, 1984
China and the Next Decade (with the Atlantic Council of the USA)	February 14, 1984

\* The Science and Technology (S&T) series at FSI was held under the auspices of the School of Professional Studies until transferred to CSFA on March 17, 1983; symposia on "Politics and the Global Environment" July 1, 1982, and on "The Communications Revolution", December 9, 1982, form part of the CSFA publication program.

## SENIOR EXECUTIVE TRAINING

### Present Situation:

In accordance with the 1980 Foreign Service Act's requirement to develop a program for Foreign Service Officers "...as they approach eligibility for entry to the Senior Foreign Service, to enhance and broaden their qualifications for more senior levels of responsibility," FSI designed a two week course focusing on the policy process and offered it in tandem with a three week course offered by FEI. The two courses taken one after the other were to meet the general needs of (1) knowledge of the actual workings of the policy process and (2) enhancement of executive leadership skills. Thus far, about 63 have taken the course at FEI, and the foreign policy process course has been offered one time, April 1983. While FSI has been prepared to offer the policy course again, Personnel has had some difficulty in breaking FSOs out for assignment to the course. In the meantime, FEI is considering extending its minimum offering from three to four weeks and has cut back on the number of slots available to Department of State personnel. These factors have led FSI to reassess the entire issue of senior training. Thus far, three different options have been under consideration, though no decision has as yet been reached as to the particular direction to be taken.

### Option 1:

This option would be to continue to offer the two week policy course and encourage officers to enroll in FEI when feasible. While this has the virtue of continuing a previous pattern, it has the drawback of not meeting the problems which have made it difficult for Personnel to assign people to the two week course in the first place. Also, FEI does not seem to meet the particular executive leadership needs of the Department.

- 2 -

Option 2:

This option would be to present no particular course at FSI in specific response to the 1980 statutory requirement. It reflects the following facts (1) some 30 officers each year receive executive training at the war colleges and FSI's Executive Seminar in National and International Affairs; (2) a good number of others benefit from shorter FSI management courses such as the DCM course and the Program Director's Management Seminar; and (3) a certain number of FEI slots would still be available as indicated above. The virtue of this option is that it places relatively little new demand on FSI (with the exception of normal efforts to improve the offerings), yet a substantial proportion of officers receive some senior or management training. The drawback is that no coherent executive leadership program would be developed to meet strongly perceived needs of the Department, and some officers would not receive training even though it would be useful to them. Finally, this approach may be only minimally in compliance with the 1980 Foreign Service Act.

Option 3:

This option would be for FSI to offer a single short executive leadership course which would incorporate aspects of the FEI program and of FSI's two week policy course. The virtue of this option is that a single course can be designed meeting specific executive leadership needs of the foreign affairs community. The School of Professional Studies has been engaged in R&D concerning this option and has developed a course proposal which would require approximately three weeks training. The drawback of this option is that the course would be difficult to design, and therefore, costly in staff man-hours and funding. Also, there is a question as to what career development and assignment policies might be necessary to insure sufficient attendance to justify the costs of course development and presentation.